

C&E Goals, Objectives and Objective Statements 2011-2012

Goal 1: Build and maintain organizational excellence

Objective 1.1 Integrate the balanced scorecard into our operations

Statement 1.1 To achieve organizational excellence in the evolving environmental enforcement field, we will use the balanced scorecard to align and integrate our day-to-day activities to our mission and strategy, and monitor our performance against strategic goals. To ensure that everyone in C&E is working towards the same goals, we will cascade the strategic measures to all bureaus and units, thus linking and integrating strategy to operations.

Objective 1.2 Ensure management and staff function as a team

Statement 1.2 Team work will be essential to address the complexities of emerging environmental problems and C&E priorities. Carrying out this objective is the responsibility of everyone in C&E. To achieve this objective we will employ continuous improvement feedback, regular two-way communication, collective problem solving skills, and transparency and fairness in decision making.

Objective 1.3 Align, empower and invest in our employees

Statement 1.3 Employee development, alignment and empowerment is vital in maintaining and developing the capabilities of both individual employees and the organization as a whole as well as indispensable for addressing the complexities of current environmental problems. We also recognize that the knowledge, skills and competencies of our people are our greatest strength. To succeed as an organization and maximize our effectiveness, we must align our employees with the needs and priorities of the organization. To achieve this objective we will match the best skills, knowledge, motivation and abilities to the appropriate tasks, empower and support our people in new and modified roles, provide relevant training opportunities and encourage staff to proactively take charge of their own development by creating a targeted learning plan with their managers.

Objective 1.4 Leverage technology

Statement 1.4 Technology empowers organizations to produce better products and serve their customers more effectively. We recognize that in order to do our jobs well and do more with less we must maximize the use of emerging technologies. To achieve this objective we will effectively employ new advances in technology to improve operations, better serve our customers and support staff in new and modified roles.

Goal 2: Collaborate with partners critical to C&E's mission, goals and objectives

Objective 2.1 Align C&E with NJDEP goals

Statement 2.1 Aligning our goals and priorities with those of the DEP will ensure that we are all working together to contribute to the success of the entire organization. In addition, C&E's Assistant Commissioner is the sponsor of Goal 3, which means we have an added responsibility to ensure we are advancing Goal 3, which seeks to provide *Restoration and Enhanced Protection in Environmentally Overburdened Communities*. To accomplish this objective, we will cascade the balanced scorecard to all programs within C&E to drive alignment of C&E and DEP goals. We will focus our efforts on Goal 3 and work with communities, across DEP programs, and use a multimedia approach to implement solutions to environmental problems. We will also target our activities, such as SEPs and inspections to provide enhanced protection and restoration in areas that are most burdened by environmental stresses.

Objective 2.2 Get more done through partnerships

Statement 2.2 There are numerous state and local, private, non profits and public entities that have similar goals and objectives as C&E. We must identify these entities and capitalize on the shared goals by forming partnerships to maximize our impact, which is especially important as our resources decrease. This objective will be achieved through meaningful communication, outreach, information sharing, joint inspections, and training.

Goal 3: Use science and data analysis to determine priorities and measure progress in achieving meaningful environmental health and safety objectives

Objective 3.1 Maximize intelligence-led strategic management

Statement 3.1 Intelligence-led strategic management maximizes environmental intelligence to influence and guide decision making. Environmental intelligence is what is produced after data and information are evaluated and analyzed. This objective will be achieved through the creation of an Environmental Intelligence Center or EIC. The EIC will have the capability to leverage our impressive data collection capabilities and use data and information to develop environmental intelligence products that will ultimately drive strategic planning, allocation of resources and decision making within C&E.

Goal 4: Establish a new model for environmental field operations evolved from past successes and enhanced through innovation

Objective 4.1 Ensure high and meaningful compliance and maintain deterrence

Statement 4.1 While we are moving beyond traditional enforcement, we must ensure that compliance remains the foundation of our organization. We will not allow past problems to reemerge. To accomplish this objective, we will maintain a strong enforcement presence and ensure no backsliding while concentrating our efforts on the issues that have the most significant environmental impact.

Objective 4.2 Expand our capabilities

Statement 4.2 We have accomplished much using traditional command and control enforcement. However, modern regulatory thinking and new challenges of environmental protection demand creativity and innovation that build on traditional enforcement. To achieve this objective, we must maintain and develop new methods, skills, tools and initiatives that result in better behavior from others and high and meaningful compliance. Some of these initiatives include: Supplemental Environmental Projects or SEPs, the Stewardship Program, and enhanced education.

Objective 4.3 Find and fix environmental problems

Statement 4.3 Achieving environmental improvements is at the heart of our mission. It is the responsibility of all of us to focus on environmental problems, discovering where they exist, pursuing creative solutions, taking action to mitigate them and preventing future occurrences. To achieve this objective, we must empower staff to use their knowledge and experience and develop creative ways to spend more time recognizing, identifying and solving environmental problems.

Goal 5: Demonstrate accountability, responsiveness and trustworthiness

Objective 5.1 Communicate effectively

Statement 5.1 We are in the midst of dramatic change and must reinvent ourselves to achieve environmental results in a climate of complex environmental problems, reduced resources and increased responsibilities. In order to be successful, we need the support and trust of our citizens and shareholders to innovate. To achieve this objective we will communicate effectively, be transparent, respond to concerns and measure our success to demonstrate our results.

Objective 5.2 Anticipate customer needs and create a consistent and predictable customer experience

Statement 5.2 More than any other DEP program, C&E has the most frequent, direct, and impactful contact with the regulated community, making it the *de facto* “face” of the entire organization to our customers. Anticipating and understanding customer needs is essential to maintaining good relations and improving the environment. To achieve this objective we will proactively identify and develop solutions to customer needs and provide consistent products in a manner that displays our competency, knowledge, professionalism, sensitivity, and creative problem solving techniques.

Objective 5.3 Ensure stable funding

Statement 5.3 Like any other organization, loss of funding can impact our ability to accomplish our mission during economic downturns. As a steward of our natural resources and to ensure continued protection of the environment for the benefit of current and future generations, it is critical for our funding to be stable and reliable. To accomplish this objective we will strive to preserve our current funding sources, develop funding alternatives and identify and seek funding opportunities.

Objective 5.4 Practice fiscal responsibility

Statement 5.4 Ensuring efficient management of public funds is paramount to serve the public interest and ensure economic prosperity. We will accomplish this objective by providing and maintaining fiscal discipline, transparency and sustainability of public funds and developing fiscal and budgetary policies that provide for the sound administration of financial resources.